



Burnside Hockey Club

Strategic Plan

2018 - 2030

The Bulldogs Vision

The Burnside Hockey Club is a strong and viable club which provides the opportunity for players of all ages, genders and sectors of the community and of all skill levels, to play and enjoy hockey in a well-managed, safe and supportive environment and competing in all grades from Premier League to the lowest grades and from the youngest age group to Masters.

Core Strategic Objectives

1. To be a dominant club in Premier League and Metro 1 men's and women's competitions from 2021 to 2030, underpinned by competitive teams in all lower grades and junior grades.
2. To be a strong and vibrant club-of-choice providing a social and playing environment that is inclusive and meets the needs of both serious and social players and their families/supporters across the spectrum.

These Objectives recognise that the Burnside Hockey Club is an inclusive club for all levels of players and that whilst we strive for ongoing success at the highest levels, we do not do so to the exclusion or expense of any of other grades or age groups.

Meeting these objectives will require a comprehensive range of strategies and programs, which are set out below, to be developed and implemented effectively and consistently from 2018 through to 2030 and beyond.

For example Core Objective 1 can only be met if the Club develops and implements strong programs throughout the club for the development of the required knowledge, skills and attitudes of our players, coaches, managers, umpires and administrators. It is only by doing this that those Premier League players, coaches and managers in 2030 who perhaps were involved junior grades in 2020, will have developed the necessary skills and knowledge required for success at the Premier League level. All other players, coaches and managers who either don't aspire to or who don't reach the Premier League grade, will none-the-less benefit from such club-wide development programs.

Measures of success for the Core Objectives

- a. The number of players (senior and junior);
- b. Recruitment levels;
- c. The player retention rate, including transition of juniors to senior grades;
- d. Player and supporter/parent satisfaction levels; and
- e. Player diversity.

DRAFT OBJECTIVES and Measures of Success

That the club:

1. Supports and provides opportunities for players from the highest levels of senior and junior competition down through all levels as well as for beginners and those who simply want to have fun;

Measures of success:

- a. Number of teams in each grade and age group; and
- b. Player satisfaction and retention

2. Competes successfully in each grade;

Measures of success:

- a. Pennant success rates; and
- b. Improved results from year to year.

3. Runs an effective Skills Development and Support Program addressing players' team and Individual skills;

Measures of success:

- a. Implementation and annual review of the Skills Development Program;
- b. Feedback from Coaches re the skills of players coming up through the grades and skills improvement;
- c. Number of players selected in representative teams;
- d. Player satisfaction.

4. Runs an effective Coach and Manager Development and Support program;

Measures of success:

- a. Recruitment and retention of coaches/managers;
- b. Establishment and annual review of coaches and managers guidance materials;
- c. Progression of Coaches/managers through the age groups and grades;
- d. Player, parents and Coach/Manager satisfaction; and
- e. Feedback from Coaching Director.

5. Runs an effective Umpire and Technical Official Development and Support program;

Measures of success:

- a. Recruitment and retention of umpires and Tech Officials;
- b. Progression of umpires and Tech Officials through the age groups and grades;
- c. Number of panel Umpires and Tech Officials and selections for representative duty;
- d. Player and Coach/Manager satisfaction.

6. Has a strong Club Culture that is positive, sportsman-like, supportive, inclusive and family-focussed;

Measures of success:

- a. Number of Cards and Suspensions and/or reports;
- b. Spectator levels at games, across all grades, including from players in other grades;
- c. Participation rates at club events;
- d. Number of complaints from parents, supporters and other clubs; and
- e. Player and supporter satisfaction.

7. Has a well-structured and managed administration and governance regime;

Measures of success:

- a. Effective Constitution and Rules in place;
- b. Effective Committee structure and operation, including management committee, Junior Committee, Social committee;
- c. Club accreditation as a 'Star Club' and a 'Good Sports Club' and affiliation with HSA;
- d. Effective succession planning and player participation on committees; and
- e. Player and member satisfaction.

8. Is financially strong and viable;

Measures of success:

- a. Successful budget outcomes annually;
- b. Adequate financial reserves; and
- c. Reasonable and competitive player/member fees.

9. Secures its own synthetic pitch and clubrooms facility;

Measures of success:

- a. Sound progress with the pitch and clubhouse facility project;
- b. Decisions from authorities to approve and fund the facility; and
- c. Opening and successful ongoing operation of the facility.

ACTIONS to Implement the above Objectives in 2018 to 2020

Objective Action	Action	By When each year	By Whom
1	Provide Opportunities at all levels		
1a	Recruit players, coaches and managers for and register teams in as many grades as practicable.	February	Hockey Director Junior Co-ordinator
1b	Assign each PL and Metro 1 Player to mentor a lower grade and/or Junior team	Start in 2018 April	Hockey Director PL and M1 Managers
2	Team Success		
2a	Monitor teams' success and progress from previous year.	September	Hockey Director Junior Co-ordinator
2b	Liaise with Parents and players re satisfaction.	ongoing	President and Vice President
2c	Conduct End of Season survey	September	President and Vice President
3	SKILLS Development		
3a	Develop a Skills/Support Program	Oct 2018	Coaching Director Senior/Junior coaches
3b	Induct coaches into Skills/Support Program	April	Coaching Director
3c	Mentor implementation of Skills/Support Program by Coaches	Ongoing	Coaching Director Hockey Director Junior Co-ordinator
3d	Conduct skills training sessions, including by PL M1 and/or elite players for lower grades and juniors	Ongoing	Coaching Director Coaches
3e	Liaise with State Coaches and Selectors re performance of Club players	Ongoing	Coaching Director Hockey Director Junior Co-ordinator
3f	Track progress of juniors and lower-grade players to higher grades	Ongoing	Hockey Director Junior Co-ordinator
3g	Conduct End of Season survey	September	President and Vice President
4	Coaches and Managers Development		
4a	Develop a Coaches/Managers Skills/Support Program	Oct 2018	Coaching Director Senior/Junior coaches
4b	Identify/recruit potential coaches/managers	February	Coaching Director Hockey Director Junior Co-ordinator
4c	Induct coaches to coaches/managers Program	April	Coaching Director
4d	Mentor implementation of coaches/managers Program by Coaches and Managers	Ongoing	Coaching Director Hockey Director Junior Co-ordinator
4e	Conduct End of Season survey	September	President and Vice President

Objective Action	Action	By When	By Whom
5	Umpire and Tech Official Development		
5a	Identify/recruit potential umpires and tech officials	February	Umpiring Director Junior Co-ordinator
5b	Liaise with HockeySA on development of club umpires and tech officials	Ongoing	Umpiring Director Junior Co-ordinator
5c	Conduct End of Season survey	September	President and Vice President
6	Club Culture		
6a	Track number of Cards/suspensions complaints etc	Ongoing	Hockey Director Junior Co-ordinator
6b	Track number of spectators at games through feedback from Managers and attendance at games	Ongoing	President and Vice President Hockey Director Junior Co-ordinator
6c	Track numbers at club events	Ongoing	Social Co-ordinator
6d	Conduct End of Season survey	September	President and Vice President
7	Administration and Governance		
7a	Monitor Committees' performance	Ongoing	President and Vice President
7b	Liaise with HockeySA re club admin performance	Ongoing	President and Vice President
7c	Secure club accreditation in Star Club and Good Sports Club schemes	Oct 2018	Vice President
7d	Conduct End of Season survey	September	President and Vice President
8	Finance Viability		
8a	Monitor Budget and Finance Reports	Ongoing	Treasurer President
8b	Develop/ review and implement Sponsorship Program	Mar 2018 ongoing	Sponsorship Co-ordinator Treasurer and President
8c	Monitor player/parent feedback re fees	Ongoing	Treasurer and President
9	Synthetic Pitch and Clubrooms		
9a	Secure pitch facility approval by ACC	30/6/18	President
9b	Secure Government Funding commitments	Sept 2018	President
9c	Establish Joint BHC/AHC Venture entity	Sept 2018	President
9d	Establish BHC Pitch Facility Committee	Sept 2018	President